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### What They Do

First-Line Supervisors/Managers of Production and Operating Workers supervise and coordinate the activities of production and operating workers, such as inspectors, precision workers, machine setters, and operators, assemblers, fabricators, and plant and system operators. They instruct and train production employees to ensure that employees understand and follow all company policies and safety procedures. First-Line Supervisors/Managers may coordinate work schedules with a materials or purchasing department to make sure that materials are ordered and available for the completion of production orders. They are responsible for scheduling work and setting priorities to meet production deadlines. First-Line Supervisors/Managers may inspect finished products, and monitor gauges, and dials, to make certain that operators meet productivity and quality standards. They may prepare employee performance appraisals and recommend personnel actions such as hirings and promotions.

### Tasks

- ▶ Calculate labor and equipment requirements and production specifications, using standard formulas.
- ▶ Confer with management or subordinates to resolve worker problems, complaints, or grievances.
- ▶ Confer with other supervisors to coordinate operations and activities within or between departments.
- ▶ Demonstrate equipment operations and work and safety procedures to new employees, or assign employees to experienced workers for training.
- ▶ Direct and coordinate the activities of employees engaged in the production or processing of goods, such as inspectors, machine setters, and fabricators.
- ▶ Inspect materials, products, or equipment to detect defects or malfunctions.
- ▶ Interpret specifications, blueprints, job orders, and company policies and procedures for workers.

*Detailed descriptions of this occupation may be found in the Occupational Information Network (O\*NET) at [online.onetcenter.org](http://online.onetcenter.org).*

### Important Skills, Knowledge, and Abilities

- ▶ Coordination — Adjusting actions in relation to others' actions.
- ▶ Reading Comprehension — Understanding written sentences and paragraphs in work-related documents.

## First-Line Supervisors/ Managers of Production and Operating Workers

- ▶ Speaking — Talking to others to convey information effectively.
- ▶ Critical Thinking — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- ▶ Production and Processing — Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
- ▶ Administration and Management — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- ▶ Personnel and Human Resources — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.
- ▶ Mathematics — Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- ▶ Oral Expression — The ability to communicate information and ideas in speaking so others will understand.
- ▶ Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.
- ▶ Written Comprehension — The ability to read and understand information and ideas presented in writing.
- ▶ Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

### Work Environment

Most First-Line Supervisors/Managers of Production and Operating Workers work in large manufacturing plants. These firms are concentrated in urban areas. Work spaces are usually clean, well lit, and well ventilated. First-Line Supervisors/Managers work on their feet much of the day near powerful, high-speed machines. The work is generally safe for those who take reasonable care, use protective equipment, and adhere to safety rules. Supervisors/Managers must have the ability to negotiate and compromise with coworkers, which may be stressful at times. First-Line Supervisors/Managers usually work a 40-hour week. However, they may need to work additional hours when production deadlines must be met. Also, some facilities operate around-the-clock. First-Line Supervisors/Managers may need to work late shifts or may be called at irregular hours to resolve emergency problems.

## First-Line Supervisors/ Managers of Production and Operating Workers

### What's the California Job Outlook?

The California Outlook and Wage table below represents the occupation across all industries.

Standard Occupational Classification	Estimated Number of Workers 2004	Estimated Number of Workers 2014	Average Annual Openings	2006 Wage Range (per hour)
<b>First-Line Supervisors/Managers of Production and Operating Workers</b>				
51-1011	69,200	76,700	2,200	\$17.12 to \$30.22

*Wages do not reflect self-employment.*

*Average annual openings include new jobs plus net replacements.*

*Source: [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov), Employment Projections by Occupation and OES Employment & Wages by Occupation, Labor Market Information Division, Employment Development Department.*

### Trends

Employment of First-Line Supervisors/Managers of Production and Operating Workers is expected to grow slower than average for all occupations over the 2004-2014 period. However, opportunities will continue to arise from the need to replace the First-Line Supervisors/Managers who retire or leave the labor force for other reasons.

### Training/Requirements/Apprenticeships

First-Line Supervisors/Managers of Production and Operating Workers usually follow one of the following training paths:

- ▶ High school diploma or equivalent
- ▶ Bachelor's degree
- ▶ Vocational school
- ▶ Extensive on-the-job training
- ▶ Community college programs or certificates

Educational requirements vary widely from a high school diploma to a bachelor's degree depending upon the position and the employer's entrance requirements. First-Line Supervisors/Managers of Production and Operating Workers must keep informed of new production technologies and management practices. Many belong to professional organizations and attend trade shows and industry conferences at which new equipment is displayed.

### Recommended High School Course Work

High school preparation courses in language arts, mathematics, science, general business, machine shop, and computer technology are helpful.

### Where Do I Find the Job?

Direct application to employers remains one of the most effective job search methods.

Use the *Search for Employers by Industry* feature on the *Career Center* page at [www.labormarketinfo.edd.ca.gov](http://www.labormarketinfo.edd.ca.gov) to locate employers in your area. Search using keywords from the following manufacturing industry names to get a list of private firms and their addresses:

- ▶ All Other Plastics Product
- ▶ Other Commercial Printing
- ▶ Bare Printed Circuit Board
- ▶ Other Electronic Component

## First-Line Supervisors/ Managers of Production and Operating Workers

- ▶ Commercial Lithographic Printing
- ▶ Commercial Screen Printing
- ▶ Electronic Connector
- ▶ Nonpackaging Plastics Film and Sheet
- ▶ Plastics Plumbing Fixture
- ▶ Quick Printing
- ▶ Semiconductor and Related Devices
- ▶ Urethane and Other Foam Product

Search these **yellow page** headings for listings of private firms:

- ▶ Manufacturer's Agent & Representatives
- ▶ Metal Fabricators
- ▶ Metal Specialties
- ▶ Metal Stamping
- ▶ Pattern Makers
- ▶ Plastics Fabricators
- ▶ Plastics-Molders-Injection
- ▶ Plastics-Raw Materials-Colorants-Compounds

### Where Can the Job Lead?

Advancement opportunities are best for First-Line Supervisors/Managers of Production and Operating Workers with a bachelor's degree in business administration or industrial management. Supervisors/Managers with strong interpersonal skills and proven performance records may advance to plant manager or general manager.

### Other Sources of Information

National Association of Manufacturers  
[www.nam.org](http://www.nam.org)

International Warehouse Logistics Association  
[www.iwla.com](http://www.iwla.com)